



## FACULTY OF MANAGEMENT

June Examination 2014

<b>DEPARTMENT</b>	INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT
<b><u>MODULE</u></b>	HUMAN RESOURCE MANAGEMENT 1A
<b><u>CODE</u></b>	MHB1A01
<b><u>DATE</u></b>	13 JUNE
<b><u>DURATION</u></b>	2 HOURS
<b><u>TIME</u></b>	08:30- 10:30
<b><u>TOTAL MARKS</u></b>	100

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<b><u>EXAMINER</u></b>	PROF J COETZEE
<b><u>MODERATOR</u></b>	MR NELESH DHANPAT
<b><u>NUMBER OF PAGES</u></b>	4

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### **INSTRUCTIONS TO CANDIDATES:**

- Please answer all the following questions.
- Question papers must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

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## **SECTION A**

### **Answer all questions**

#### **Question 1**

"The psychological contract is dynamic and changes in the course of time." Explain what a psychological contract is and how it can contribute to the process of motivation? [10]

#### **Question 2**

Briefly outline the purpose and scope of the Employment Equity Act (Act 55 of 1998). Also give your views on Employment Equity. [10]

#### **Question 3**

Outline the major problems in job analysis. [10]

#### **Question 4**

Provide a brief discussion on current and future trends in recruitment. [10]

#### **Question 5**

Outline the steps found in the selection process. [10]

#### **Question 6**

Outline the objectives of an induction programme and identify the reasons why induction programmes often fails within organisations. [10]

#### **Question 7**

"Strategic Human Resource Management (SHRM) is an approach that addresses the competitive challenge an organisation faces." Discuss. [10]

**Total for Section A: 70 marks**

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## **SECTION B**

Study the Case below and then answer all the questions that follow.

For several years in a row, the Container Store was rated the best company to work for. What makes a retailer that sells boxes, bags, packaging, shelving and other goods a great place to work for? The basis for the Container's stores successful organisational efforts are summarised by the firm's CEO, Jack Kxmalo: "a funny things happens when you take the time to educate your employees, pay them well, and treat them as equals. You end up with extremely motivated and enthusiastic people."

The Container Store takes considerable time and effort to hire employees who "fit" the companies' culture and values. This effort means additional recruiting and selection attention by HR staff and operating managers. The firm also pays higher wages than many retailers and offers a competitive benefits package. Incentive programmes allows some hourly employees to earn up to R48 000, which maybe close to the store manager's starting salaries.

The firm also spends considerable time training its employees, averaging more than 200 hours by year, compared to the 7 hours of training typical of other retailers. Extensive use of external promotions demonstrates the firm's commitment to providing career opportunities for employees. At Container Store locations managers are expected to keep in constant communication with employees, help out in various jobs in the stores, and be more than team leaders than supervisors.

Yearly, HR professionals have responsibilities in some areas of store operations, so that they maintain a sense of what employees and managers face daily and weekly. All of these activities take considerable effort, but the pay-offs make them worthwhile. Sales at the firm have increased 20-25% each year. On HR measure, the employee turnover rate has averaged 15-25% yearly, compared to the 100% rate common in retail jobs. Obviously, the Container Store has the "right package" that enables its employees to be significant contributors to each success.

**Question 1**

Discuss how the culture of the Container Store is established through HR activities and the practices used. **[15]**

**Question 2**

Identify five (5) HR functions (activities) from the above case study, and provide your views regarding challenges (problems) that many organisations in South Africa face in terms of that function. **[15]**

**Total for Section B: 30 marks**

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**TOTAL: 100 MARKS**